



Department Description

For 120 years, the San Diego Police Department (SDPD) has served the citizens of this City with professionalism, dependability, and integrity. In addition to the full-service headquarters building, the City is represented by nine area commands, divided into 19 service areas, policing 122 neighborhoods. The Department provides patrol, traffic, investigative, record keeping, licensing, laboratory, and support services.

The mission of the Department is accomplished through the practice of community-based policing and problem solving known as Neighborhood Policing. This approach requires a shared responsibility between the Police Department and the residents of San Diego for addressing underlying problems contributing to crime and the fear of crime. The men and women of the SDPD work together in a problem-solving partnership with communities, government agencies, private groups and individuals to fight crime and improve the quality of life for the residents and visitors of San Diego.

The Department's mission is:

To maintain peace and order by providing the highest quality police services

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Improve quality of life for all

The Police Department's highest priority is to ensure that San Diego is safe for all of its citizens. The Department will move toward accomplishing this goal by focusing on the following objective.

- Ensure effective policing

Goal 2: Strive for continuous improvement in efficiency and effectiveness

In the pursuit of operational excellence, it is important to continuously seek ways in which to operate as efficiently and effectively as possible. The Department will move toward accomplishing this goal by focusing on the following objective.

- Ensure continuous improvement of operations

Police

Goal 3: Effectively utilize and manage our resources

To effectively serve and protect the public, it is important for the Department to maximize the use of its resources. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Adequately equip staff
- Maintain staffing levels

Goal 4: Empower and develop the workforce to achieve excellence

In order to provide the highest quality police services to the citizens of San Diego, it is important to develop an empowered workforce. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Support an informed and trained workforce
- Empower employees to make decisions to be effective in their assignments

Goal 5: Hold employees accountable to high standards of performance, ethics, and professional conduct

High standards of integrity, professional conduct and performance are vital to the success of the Police Department. The Department will move toward accomplishing this goal by focusing on the following objective.

- Promote and enforce professional and ethical behavior by employees

Service Efforts and Accomplishments

October 2007 Wildfires

On Sunday, October 21, 2007, a firestorm ravaged the northeastern portion of the City of San Diego. The fires entered the city limits from San Pasqual Valley. By early Monday morning, nearly all residents from the communities of San Pasqual, Bernardo Trails, Rancho Bernardo, Westwood and 4S Ranch required evacuation. By the time the fire had swept through the community, 365 homes were destroyed and 79 were damaged. As the week progressed, the mission changed from evacuations to managing the traffic and crowds, assisting the returning residents and providing security to the vacant homes. Through the efforts of the men and women of the San Diego Police Department, in close cooperation with other emergency agencies, no civilian or emergency personnel lives were lost within the City. Although the property loss was substantial, there were approximately 6,000 homes that were saved because of the preparedness and professional response of the Police Department.

Increase Recruitment and Retention

The Background and Recruiting Unit continued to expand its operations in an effort to increase the number of applicants in the hiring pool and increase the number of recruits attending the Police Academy. Within the past year, the Department doubled the number of recruits attending the Academy. Four academies each with an average attendance of 40 recruits were held during Fiscal Year 2007. In addition to the increase of recruits at the Academy level, the Recruiting Unit with the cooperation of the City's Testing Division from the Human Resources Department took the written test on the road to Winona, Minnesota; Phoenix, Arizona; and Tucson, Arizona. A total of 68 candidates took the written test. As of January 2008, four candidates have been hired from Winona, Minnesota. The Arizona candidates are still within the background process. The goal of increasing academy recruits will provide professionally trained officers to maintain full staffing in all assignments throughout the City.

New Regional Interoperability

The San Diego Police Department has been serving as the lead administrator of the 3Cs (Command Control and Communications) Program managing over \$12 million in grants from the federal and state COPS programs and the Office of Homeland Security. When complete, the 3Cs program will enhance interoperability and capacity of emergency agency communications for more effective response during natural or man-made critical incidents. Thirty separate agencies, including all regional fire and police municipal agencies, as well as the United States Navy, Marines, and Coast Guard are participating members of this award-winning system.

AlertSanDiego

Under the direction of Mayor Sanders, a mass notification system was purchased for the City of San Diego to enhance public safety emergency notifications to residents and businesses. The Police Department Communications Division was selected as the administrator responsible for managing the system due to the 24/7 operational requirements. The system can be activated any time an Incident Commander identifies the need to quickly notify

the public of an emergency. The emergency notification could include mandatory evacuations, contamination warnings, tsunami alerts, or instructions during natural disasters. The system utilizes the 911 database, which ties the landline telephone phone number to the physical address for every home and business within the impacted area. Cellular telephone numbers may be added to the system via the Internet.

Domestic Violence Response Team (DVRT)

The DVRT was developed to target domestic violence calls throughout the City. The Team currently operates with a group of advocates that provide on-scene interventions and follow-up case management services for victims. They also help families access services such as emergency shelter, restraining orders, immigration services, food, clothing, court accompaniment, and transportation. These efforts have resulted in a decrease in domestic violence of 6.2% in Calendar Year 2007 compared to Calendar Year 2006.

Budget Dollars at Work: Performance Expectations

Goal 1: Improve quality of life for all

Performance Measure	Baseline CY2007	Actual CY2008 ¹	Target CY2009
1. Response time to priority E calls	7.2 minutes	6.8 minutes	7 minutes
2. Response time to priority 1 calls	13.5 minutes	13.0 minutes	12 minutes
3. Response time to priority 2 calls	24.9 minutes	24.3 minutes	26 minutes
4. Response time to priority 3 calls	64.6 minutes	61.3 minutes	65 minutes
5. Response time to priority 4 calls	61.9 minutes	58.2 minutes	65 minutes
6. Violent crimes per 1,000 (homicide, rape, robbery, aggravated assault)	4.74	4.40	4.55
7. Gang-related crimes (homicide, attempted homicide, assault, robbery, auto theft, other)	935	500	915
8. Customer satisfaction as determined through a community feedback survey to be conducted in Fiscal Year 2009	TBD	TBD	TBD
9. Clearance rates for violent crimes (homicide, rape, robbery, aggravated assault)	48.5%	48.2%	50%

Goal 2: Strive for continuous improvement in efficiency and effectiveness

Performance Measure	Baseline CY2007	Actual CY2008 ¹	Target CY2009
1. Average response time to priority E and 1 calls	E - 7.2 minutes 1 - 13.5 minutes	E - 6.8 minutes 1 - 13.0 minutes	E - 7 minutes 1 - 12 minutes
2. Violent crimes per 1,000 (homicide, rape, robbery, aggravated assault)	4.74	4.4	4.55
3. Customer satisfaction as determined through a community feedback survey to be conducted in Fiscal Year 2009	TBD	TBD	TBD

Goal 3: Effectively utilize and manage our resources

Performance Measure	Baseline CY2007	Actual CY2008 ¹	Target CY2009
1. Percent deviation from planned ratio of officers to acceptable and available cars (2.25:1)	10%	1.6%	10%
2. Average wait time to answer 9-1-1 calls	13 seconds	8 seconds	10 seconds
3. Average delay in answering non-emergency calls	67 seconds	41 seconds	45 seconds

¹ Actual Calendar Year 2008 data is based on mid-year data from January 2008 through June 2008

Police

Performance Measure	Baseline CY2007	Actual CY2008 ¹	Target CY2009
4. Percent of 9-1-1 calls that are abandoned as a result of citizen-initiated call termination	2%	1.45%	2%

Goal 4: Empower and develop the workforce to achieve excellence

Performance Measure	Baseline CY2007	Actual CY2008 ¹	Target CY2009
1. Percent of active sworn compliant with California Commission on Peace Officer Standards and Training (POST)-mandated training ²	97%	97%	100%

Goal 5: Hold employees accountable to high standards of performance, ethics, and professional conduct

Performance Measure	Baseline CY2007	Actual CY2008 ¹	Target CY2009
1. Number of citizen complaints	53	43	47

Budget Dollars at Work: Sizing and Workload Data

	Actual CY2005	Actual CY2006	Actual CY2007	Actual CY2008 ¹	Target CY2009
Sizing Data					
San Diego population served	1,305,736	1,311,162	1,337,000	1,343,000	TBD
Sworn police officers	1,998	1,893	1,915	1,948	2,127
Workload Data					
Calls for 9-1-1 emergencies	423,771	497,685	532,787	254,206	TBD
Calls for police services dispatched	644,223	618,695	625,320	316,868	TBD

² Excludes personnel on approved leaves due to military service, injury, etc.